

Appendix G:

Nonprofit Organization Actions

Tourism and Recreation Goals and Actions

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

Actions Identify Steps to Achieve Goals

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which nonprofit organizations are responsible to implement and/or report.

Descriptions of the actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

Responsible Partner categories color coding key:

BLUE	Travel Montana
YELLOW	TAC, State & Local Government (policy makers)
RED	Tourism Regions & CVBs
GREEN	State & Federal agencies (other than Travel Montana)
GRAY	Business and business associations (Chambers, MIKA, TIAM, etc.)
FUSCHIA	MTTA, Tribes, MIBA, BIA
WHITE	Nonprofit organizations (no shading, but bold font)

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.

Groups and events provide opportunities to build off-peak season business in Montana, through highly targeted sales and promotion efforts.

1.2.b. Work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons. Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.). Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.

Priority: High

Responsibility: CVB, NPO, CC, BIZ, REG, TM, TRB

Measurable Objectives:

- Statewide, attract at least two new western or national sports competitions to Montana annually.

Responsibility to track/report: CVBs, Chambers, Regions, Travel Montana

1.2.c. Continue to promote Montana as a film location and consider enhanced incentives for film production in Montana. Monitor incentive programs in surrounding states, provinces, and worldwide. Develop appropriate new initiatives and legislative solutions as needed to maintain competitiveness in recruiting the production industry. Work with public land managers and the film industry to avoid conflicts with filming regulations and land access issues.

Priority: High

Responsibility: TM, TIAM, MEDA

Measurable Objectives:

- Increase new film industry expenditures by an average of 5% per year.
- Work with the executive branch and legislature to extend the Big Sky on the Big Screen film production incentives beyond 2009.

Responsibility to track/report: Montana Film Office

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.

Montana has limited public and private resources for tourism marketing compared to other destinations. By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.d. Create cooperative marketing campaigns between agriculture and tourism. Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships. Collaborate to pinpoint mutually-beneficial images/themes. Work with agricultural marketing groups to create campaigns and leverage advertising dollars.

Priority: Low

Responsibility: TM, DOAg, REG, NPO, BIZ, MTTA

Measurable Objectives:

- Create one new cooperative marketing campaign between agriculture and tourism annually.
- Highlight cooperative marketing efforts in e-newsletter, and at regional workshops.

Responsibility to track/report: Travel Montana, MT Dept. of Agriculture

Action 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

Visitor information systems are part of an integrated and comprehensive tourism marketing strategy. While traveling in Montana via highway, air, or rail, visitors need a comprehensive system of information for a successful vacation experience. An integrated system directs travelers to places they otherwise would not visit.

According to ITRR research, 10%-30% of nonresident travelers to Montana stop at state visitor centers. While this is a significant number of Montana travelers (1-3 million), the official visitor centers miss 70% to 90% of travelers. Therefore, other facilities/agencies that offer visitor information need to be integrated as part of a comprehensive statewide system. Additionally, other components of a comprehensive visitor information system are needed such as free wi-fi, podcasts, RSS feeds, video downloads, etc.

All of Montana's state, federal, local, and tribal partners should work together to create an improved system of information, cross-promotion, and even facility/event/activity bookings. Promote the system through travel web sites, visitor guides, and partners.

1.4.e. Expand displays of Montana destinations and products at State rest areas, airports, train stations, and visitor centers. Integrate Montana's VICs, rest areas, chambers of commerce, airports, and train stations into state economic development efforts by showcasing Montana's heritage and economy. Highlight Montana destinations and products in materials, furnishings and displays sponsored by business and nonprofit groups, such as products from Made-in-Montana and Grown-in-Montana. Work with local/regional organizations to voluntarily maintain displays with current information.

Priority: Medium

Responsibility: **TM**, **MDT**, **DOC**, **MTTA**, **BIZ**, **CC**, **NPO**, **MEDA**

Measurable Objectives:

- Develop system with MDT and airport managers by 2009 to enhance traveler information available at rest areas and airports.
- Implement system of enhanced information about Montana and its products, and maintain/expand annually.

Responsibility to track/report: **Travel Montana**, **MDT**, **Chambers of Commerce**

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

Action 2.2: Provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.

Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials. Conduct outreach at state, regional, and local meetings and events. Send e-mail communications to elected officials and MTRI agency directors. Present key tourism issues/trends to the Montana Assn. of Counties and Montana League of Cities & Towns; discuss tourism concerns/ opportunities, and seek creative/collaborative ways to address them. Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.

Priority: High

Responsibility: **TM**, **REG**, **CVB**, **MTTA**, **CC**, **TIAM**, **MIKA**, **MEDA**

Measurable Objectives:

- Give two to six presentations in each region, and six to statewide groups, annually.

Responsibility to track/report: **Travel Montana**, **Regions**, **CVBs**, **MTTA**, **Chambers**

Action 2.3: Change the state law and rules to broaden eligibility for the Montana Byways program (and access to federal funding).

Encourage the Montana Legislature to change the Montana Byways program, so that more highways can be designated as state scenic/historic byways, and become eligible for federal funding for byway planning, improvement projects, and marketing. Coordinate efforts with the existing U.S. Forest Service National Forest Scenic Byway Program, Bureau of Land Management Backcountry Byway Program, and the Tribal Byways Program. Form a State Scenic Byways Advisory Committee and initiate local planning along proposed byway corridors and loops to begin the designation process. Gather local public input to establish values and parameters for corridor or byway

designation, and respect community heritage and character in the process of developing byway/corridor plans and marketing strategies.

Priority: Medium

Responsibility: SG, MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA

Measurable Objectives:

- Accomplish changes in law and rules in the 2009 legislative session.

Responsibility to track/report: MDT

Action 2.4: Address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.

Some ongoing and emerging issues related to tourism and recreation in Montana require decisions or rule changes by state and/or federal policy-makers (see Chapter 4, pages 42-46). These issues are multi-jurisdictional and complex, so they cannot be addressed easily by a single agency or group, yet they consistently appear as priority issues in surveys of Montanans. Many of the issues are common to other western states, and are the subject of lobbying and advocacy efforts by the Western States Tourism Policy Council (WSTPC, www.dced.state.ak.us/wstpc).

Priority: Medium

Responsibility: TAC, MTRI, TM, WSTPC, SG, TIAM, MEDA

Measurable Objectives:

- Prioritize issues and identify potential inter-agency policy actions annually.
- Address priority issues and report annually to tourism and recreation industry partners.

Responsibility to track/report: TAC, MTRI

Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.

Action 3.5: Identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.

Sponsor programs that encourage kids to spend more time outdoors, involving the Governor's office, state/federal agencies, tribes, nonprofit groups, and businesses. Use initiatives to improve public health, encourage education about the outdoors, enhance tourism efforts, and increase public appreciation for the importance and protection of the outdoors for future generations. Develop partnerships and seek private and foundation funding to implement statewide initiatives.

Priority: Medium

Responsibility: SG, MTRI, UNIV (Extension 4-H program), TRB, LG, NPO, BIZ

Measurable Objectives:

- Identify specific actions and funding sources annually for 2008-2012.
- Implement actions, report results in terms of participation and benefits realized.

Responsibility to track/report: MTRI

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.

4.1.b. Develop artisan/craftsmen trails statewide to highlight Montana's history and culture. Highlight the many Montana artists and craftsmen via 'Artisan Corridors or Trails' to attract high-value, low impact travelers. Identify artisans, craftsmen, and annual art/craft events. Define regional Artisan Trails to be promoted, and develop marketing opportunities and funding sources. Ensure protection of intellectual and artistic property rights.

Priority: Medium

Responsibility: DOC / TM, MAC, MHS, UNIV, MTTA, REG, NPO

Measurable Objectives:

- Identify at least two trails per region, with theme and art/craft/history/culture/tribal highlights along each, by 2010.
- Develop and implement marketing strategies for the trails by 2011.

Responsibility to track/report: Travel Montana, MAC, MHS, Regions, MTTA

4.1.e. Plan and promote commemorations of historic events in Montana (i.e., David Thompson Bicentennial in NW Montana 2008-2011 and others).

Highlight historic and cultural events as appropriate to attract heritage and cultural travelers. Identify upcoming commemorations of cultural and historic events, and strategies to market them.

Priority: Medium

Responsibility: MHS, TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB

Measurable Objectives:

- Develop and implement three marketing strategies for the David Thompson Bicentennial Commemoration annually in 2009, 2010, and 2011.
- Annually identify and promote other commemorations.

Responsibility to track/report: MHS, Glacier Country, Travel Montana

Action 4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.

Travelers have become more sophisticated and affluent, and their tastes and expectations have changed. They expect interactive and stimulating displays, professionally printed signs and display labels, well maintained facilities, spotless restrooms, attractive landscaping, and well-trained staff with confident interpretive skills. In exchange, these travelers willingly support high quality facilities and services with entrance fees, retail purchases, gratuities, and donations

4.2.a. Enhance the interactivity and quality of Montana interpretive displays, programs, and facilities for visitors.

Create partnerships and combine resources to produce professional, accurate interpretive programs, tapes, signage, etc., for guided/self-guided tours. Enhance sites and facilities to accommodate educational programming, workshops, school field trips, and "volun-tourists" to assist with project work. Where appropriate, consider partnering with businesses to sponsor, enhance, or manage programs and facilities. Incorporate age-appropriate programs/activities for children and youth.

Priority: High

Responsibility: MHS, MAC, FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO

Measurable Objectives:

- Complete enhancements to at least two facilities per region annually.

Responsibility to track/report: MHS

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

5.1.c. Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences. Link farmers' markets and Made/Grown-in-Montana programs to tourism promotion. Provide information in travel guides and web sites, and at VICs. Encourage producers to

become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.

Priority: Medium

Responsibility: DOC, DOAg, BIZ, REG, CVB, TRB, EDO

Measurable Objectives:

- Identify/highlight local products in tourism marketing publications and web sites.
- Network with local producers at tourism meetings and workshops.
- Promote farmers markets, artisan shows, gallery tours, and other events that highlight local products.
- Ask restaurants to use local products for tourism meetings, workshops, etc.

Responsibility to track/report: DOC, DOAg, Regions, CVBs

Action 5.2: Provide information about technical and financial assistance available to tourism and recreation businesses.

Montana offers significant resources to businesses to help them succeed, such as market research, business planning assistance, low interest loans, workshops, technology use, accessible database of tourism/recreation technical and funding resources, farm and ranch workshops, etc. Too often, however, businesses are unaware of these resources, and struggle to achieve profitability.

5.2.a. Inform businesses, communities, and organizations about technical and financial assistance programs through newsletters, web sites, tourism meetings, press releases, and business trade associations.

Priority: Medium

Responsibility: TM, REG, CVB, SBDC, TRB, MTTA, EDO, NPO

Measurable Objectives:

- Highlight assistance programs in Travel Montana e-newsletter, and at region/CVB/association meetings.

Responsibility to track/report: Travel Montana

Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.

Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.

Raise the bar of professionalism through certifications and incentive-based rewards for staff, and through board training for tourism, recreation, historic, and cultural organizations.

6.1.b. Sponsor training for staff and volunteer board members of tourism, recreation, historic, and cultural organizations and agencies, using information provided by the Destination Marketing Association International (DMAI), Tourism Industry Association, ESTO, MNA, the National Association of Interpretation, National Recreation & Parks Association, National Main Street Center, etc.

Priority: High

Responsibility: REG, TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA

Measurable Objectives:

- Sponsor at least one training per region annually regarding nonprofit organization management.

Responsibility to track/report: Regions

6.1.c. Enhance higher education programs for tourism and recreation careers, including continuing education for existing tourism and recreation professionals. Expand degree programs and continuing education in Montana universities and colleges for tourism and recreation, based on input from businesses and agencies. Support the programs through student recruitment, internships, work studies, and employment opportunities. Offer specialized workforce training through distance learning. Inform businesses about workforce training funds and incentives that are available for new or expanding businesses, or for retraining dislocated workers. Participate in high school job fairs to promote the hospitality industry. Evaluate partnerships with organizations like the

National Association of Interpretation and Professional Guide Institute to certify Montana interpreters, guides, and hosts. Encourage employment of Montana tribal members as managers at state/federal sites (e.g., Pompeys Pillar).

Priority: Medium

Responsibility: UNIV, MTR, BIZ, NPO, MTTA

Measurable Objectives:

- Statewide, add at least four degree-related and continuing education classes annually for tourism and recreation.
- Develop a list of internship and work study opportunities in the tourism and recreation industry by 2009.
- Promote continuing education and work experience programs to students, businesses, and existing workers.
- Offer classes via distance learning to rural communities and Montana Indian reservations, beginning in 2008.

Responsibility to track/report: MT Board of Regents, MT Dept. of Labor & Industry (State Employers Council)

Action 6.3: Encourage use of local development incentives and federal funds for construction of affordable workforce housing.

Workforce availability is an increasing challenge for the tourism industry, and a key factor in workforce availability is affordable housing. City and county governments, housing authorities, and the U.S. Departments of Housing & Urban Development and USDA have development policy options and funding programs for developers and nonprofit housing groups, to increase the inventory of affordable housing in communities. Work with funding agencies to pursue such development.

Priority: Medium

Responsibility: LG, BIZ, CC, NPO, HUD, USDA, TRB

Measurable Objectives:

- Promote development incentives through local realtors, developers, contractors, and city/county planning offices.
- Increase the number of affordable housing units annually in targeted areas.

Responsibility to track/report: DOC, Chambers, EDO

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana cities.

Implement tourism-related opportunities identified in the Montana Department of Transportation Air Service Study (December 2006). Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service. Where possible, address needs of airlines to enhance service. Identify airport improvements and aviation strategies that will support or enhance tourism. Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service. Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public-use recreational airstrips.

Priority: High

Responsibility: MDT, EDO, CVB, LG, BIZ

Measurable Objectives:

- Implement actions identified in the MDT Air Service Study (2006).
- Evaluate air service incentives/guarantees with cities, counties, and EDOs.

Responsibility to track/report: MDT, CVB

Action 7.4: Increase use of passenger rail and transit service in Montana.

Passenger rail and transit service, such as tour trains and shuttle service where available, provide appealing transportation alternatives to Montana visitors, and reduce traffic pressure in congested areas.

7.4.b. Promote excursion rail service in Montana. Support Montana's excursion trains (Copper King Express, Anaconda-Butte; Charlie Russell Chew Choo, Lewistown-Denton; Alder Gulch Short Line Railroad, Virginia City-Nevada City) and encourage the development of others. Participate in the update process of corridor plans undertaken by MDT, and in the Montana Rail Service Plan, to review passenger rail issues, potential additional service opportunities, and the feasibility of restoring passenger service to Montana's Southern Route.

Priority: Low

Responsibility: CC, BIZ, LG, NPO, MDT

Measurable Objectives:

- Increase tour train ridership by 5% annually.
- Ensure tourism industry involvement in the update of the state rail plan.

Responsibility to track/report: CC, MDT

Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.b. Expand and strengthen the Montana Main Street Program to improve downtown vitality, and extend visitor stays and spending. Montana began its Main Street Program in 2006 with six pilot communities, expanding to seven in 2007. Continue to expand the program so more communities can participate and revitalize their Downtown districts, enhancing their appeal to nonresident travelers. Identify ways that the Montana Main Street Program, Montana Historical Society, Montana Arts Council, Montana Heritage Commission, Travel Montana, and Montana Dept. of Transportation can collaborate to provide technical assistance and support successful revitalization in Montana's Main Street communities. Showcase the increase in tourism and the resulting business growth as a result of improved economic and community development, emerging from historic preservation and sustainable downtown revitalization.

Priority: High

Responsibility: MMS, SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM

Measurable Objectives:

- Increase the number of Montana communities participating in the Main Street program.
- Track and report Main Street reinvestment statistics annually.

Responsibility to track/report: Montana Main Street

8.1.c. Support City/County planning and growth policies that preserve the unique character of Montana, and minimize urban sprawl. Consistent with the principles of geotourism, encourage local officials to use planning and development tools that will enhance quality of life, as well as preserve community heritage. Form alliances of communities, tribes, agencies, private citizens, businesses, and private/nonprofit groups for cooperative funding and strategic planning.

Priority: High

Responsibility: LG, TRB, EDO, CC, BIZ

Measurable Objectives:

- Secure the support of at least ten counties and fifteen cities annually to adopt the Montana Tourism Charter, so that a total of 50 counties and 75 cities have adopted the Charter by 2012.

Responsibility to track/report: TAC, Chambers of Commerce

Action 8.2: Implement improvements to make Montana communities more visitor-friendly.

8.2.a. Improve the appearance of community entrances, highway commercial areas, and public parks/facilities. Enhance key community areas with attractive landscaping, sidewalks, signs, and eradication of blight/eyesores. Identify and prioritize site improvement opportunities, partner with public and nonprofit organizations to obtain funding and/or volunteer efforts, and implement projects.

Priority: High

Responsibility: **LG**, **TRB**, **EDO**, **CC**, **BIZ**

Measurable Objectives:

- Complete at least five entrance, highway corridor, or parks/facilities improvements annually per region.
- Showcase improvements and resulting benefits at appropriate local, regional and statewide events.

Responsibility to track/report: **Chambers of Commerce**

8.2.c. Improve availability and visibility of public parking for visitors in downtown commercial areas. Travelers are more likely to stop and linger in a community downtown area if free public parking is available and well-marked with signs. To entice visitors to stop, designate and sign downtown visitor parking.

Priority: Medium

Responsibility: **LG**, **CC**, **BIZ**, **TRB**, **EDO**

Measurable Objectives:

- Complete parking visibility/availability improvements (including signage) in at least five communities per region annually.

Responsibility to track/report: **Chambers of Commerce**, **MMS**

8.2.d. Encourage communities to seek grants for rural cell phone coverage and high-speed Internet service improvements, and evaluate incentives for providers. Travelers expect cell phone and high speed Internet service wherever they travel. Collaborate with telecommunication stakeholders and legislators to explore enhanced incentives for rural communities to provide complete cell phone coverage and high-speed service for visitors and residents.

Priority: Medium

Responsibility: **MEDA**, **DOC**, **CC**, **BIZ**, **SG**, **LG**

Measurable Objectives:

- Complete upgrades to telecom service in five communities per region annually.

Responsibility to track/report: **MEDA**, **Chambers of Commerce**

Goal 9: Increase funding to maintain sustainable tourism and recreation.

As nonresident visitation and Montana's population increase, investments are needed to maintain the state's competitiveness in destination tourism, and to upgrade and maintain public facilities and services to meet resident and nonresident needs and expectations.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.

Support changes in state law to enhance funding for Travel Montana, tourism regions, CVBs, and historic, cultural, and tribal partners, in order to generate additional tourism and general tax revenue.

Priority: High

Responsibility: **SG**, **TAC**, **REG**, **CVB**, **BIZ**, **TIAM**, **MEDA**, **NPO**

Measurable Objectives:

- Enact changes in state funding during 2009 legislative session to support increased tourism marketing and development.

Responsibility to track/report: **TIAM**

Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

Many different agencies and organizations are responsible for implementation of actions contained in this Strategic Plan. Successful achievement of the vision and goals depends on how these entities work together and communicate effectively.

Action 10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: Travel Montana

Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.b. Host an annual Strategic Plan discussion at the February Tourism Advisory Council meeting. Schedule 2+ hours at the February TAC meeting to discuss progress on Strategic Plan actions and report progress. Ensure that all state/federal agencies, tribal, and historic/cultural partners are invited.

Priority: High

Responsibility: TM, TAC, REG, CVB, MTRI, MTTA, NPO

Measurable Objectives:

- Conduct a Strategic Plan discussion with stakeholder representatives.

Responsibility to track/report: TAC, Travel Montana

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: **TM, ALL**

Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: **Travel Montana**

Action Table – Nonprofit Organizations					Priority	08	09	10	11	12	Lead	Partners
Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.												
1.2	Promote Montana to target groups/events, emphasizing off-peak season activities											
	1.2.b	Work with local sports groups to attract sport events in off-peak season	H								CVB	NPO, CC, BIZ, REG, TM, TRB
	1.2.c	Continue to promote Montana as a film location; consider enhanced incentives	H		MO						TM	TIAM, MEDA
1.3	Collaborate with tourism marketing partners to plan/implement priority marketing efforts											
	1.3.d	Create cooperative marketing campaigns between agriculture and tourism	L								TM	DOAg, REG, NPO, BIZ, MTTA
1.4	Improve Montana's Visitor Information System to extend visitor stays and spending											
	1.4.e	Expand displays of MT destinations/products at all visitor locations statewide	M		MO						TM	MDT, DOC, MTTA, BIZ, CC, NPO, MEDA
Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.												
2.2	Give effective presentations to policy makers about Montana tourism issues/benefits											
			H								TM	REG, CVB, MTTA, CC, TIAM, MIKA, MEDA
2.3	Change state law and rules to broaden eligibility for the Montana Byways program											
			M		MO						SG	MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA
2.4	Address policy issues of note through collaborative efforts with all stakeholders											
			M								TAC	MTRI, TM, WSTPC, SG, TIAM, MEDA
Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.												
3.5	Identify means to reconnect youth with the outdoors, linking to state curriculum standards											
			M								SG	MTRI, UNIV (Extension 4-H), TRB, LG, NPO, BIZ
Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).												
4.1	Promote existing historic/cultural assets for the enjoyment of residents and visitors											
	4.1.b	Develop artisan/craftsmen trails statewide to highlight history and culture	M			MO	MO				DOC	TM, MAC, MHS, UNIV, MTTA, REG, NPO
	4.1.e	Plan and promote commemorations of historic events in Montana	M		MO	MO	MO				MHS	TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB
4.2	Improve/maintain infrastructure, facilities and services to support heritage/cultural tourism											
	4.2.a	Enhance the interactivity/quality of interpretive displays, programs, and facilities	H								MHS	MAC, FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO
Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.												
5.1	Cultivate opportunities to leverage private/public funds to create tourism products											
	5.1.c	Encourage use of Made/Grown-in-MT products by restaurants, markets, retailers, etc.	M								DOC	DOAg, BIZ, REG, CVB, TRB, EDO
5.2	Provide information about technical/financial assistance available to tourism businesses											
	5.2.a	Distribute assistance information via tourism meetings, web sites, newsletters, etc.	M								TM	REG, CVB, SBDC, TRB, MTTA, EDO, NPO
Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.												
6.1	Enhance professional development opportunities/requirements for tourism organizations											
	6.1.b	Sponsor training for staff/volunteer board members of nonprofit tourism, recreation, historic, and cultural organizations and agencies	H								REG	TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA
	6.1.c	Enhance higher education programs for tourism/recreation careers	M	MO	MO						UNIV	MTRI, BIZ, NPO, MTTA
6.3	Encourage use of local incentives and federal funds for affordable workforce housing											
			M								LG	BIZ, CC, NPO, HUD, USDA, TRB, EDO

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Action Table – Nonprofit Organizations				Priority	08	09	10	11	12	Lead	Partners
Goal 7: Improve Montana's transportation system for both residents and visitors.											
7.1	Increase air service capacity to and from Montana cities			H						MDT	EDO, CVB, LG, BIZ
7.4	Increase use of passenger rail and transit service in Montana										
7.4.b	Promote excursion rail service in Montana			L						CC	BIZ, LG, NPO, MDT
Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.											
8.1	Increase the capacity of Montana communities to be more competitive in tourism										
8.1.b	Expand/strengthen Montana Main Street Program to extend visitor stays & spending			H						MMS	SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM
8.1.c	Support City/County planning and growth policies to preserve community character			H					MO	LG	TRB, EDO, CC, BIZ
8.2	Implement improvements to make Montana communities more visitor-friendly										
8.2.a	Improve appearance of community entrances, commercial areas, and public parks			H						LG	TRB, EDO, CC, BIZ
8.2.c	Improve availability and visibility of public parking for downtown visitors			M						LG	CC, BIZ, TRB, EDO
8.2.d	Encourage communities to seek grants for rural cell phone/high speed Internet			M						MEDA	DOC, CC, BIZ, SG, LG
Goal 9: Increase funding to maintain sustainable tourism and recreation.											
9.1	Seek increases in state funding for targeted tourism marketing/programs/facilities			H		MO				SG	TAC, REG, CVB, BIZ, TIAM, MEDA, NPO
Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.											
10.1	Recognize Travel Montana as ‘team captain’ to communicate/coordinate regularly with partners			H						TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation			H						TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions										
10.3.a	Conduct annual Strategic Plan implementation workshops in each region			H						TM	ALL
10.3.b	Host annual Strategic Plan discussion at the February TAC meeting			H						TM	TAC, REG, CVB, MTRI, MTTA, NPO
10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.			H	MO					TM	ALL

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